

KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, July 31, 2025

*9/15 @ 5:00 PM (Fri)
Cindy Callahan retirement party*

With meeting notice, Chris Murphy called the Kremmling Memorial Hospital District board meeting to order at approximately 6:06 pm. The meeting was held in the Wellness Center Conference Room and virtually via Teams.

Board members present: Chris Murphy; Mike Ritschard (late); Kim Cameron; Dawna Heller; Jennifer Harvey

Non-board attendees present: Jason Cleckler, CEO; Amy Binkley, CNO; Dr. Jason Stuerman, CMO; Dr. Thomas Coburn, CMO emeritus; Ray Moss, CFO; Becca Norman, Financial Analyst; Rosalie Rust; Executive Assistant; Jamie Jensen, Chair of Middle Park Medical Foundation [Virtual]; Andy Radzavich, Director of Middle Park Medical Foundation [Virtual]; Chris Penney, Artaic Group [Virtual];

Conflicts/Potential Conflicts of Interest

No Conflicts/Potential Conflicts of Interest were disclosed.

Agenda Approval

Motion: Kim made a motion to approve the agenda with date revised and Dawna seconded. **Motion adopted on a 4-0 vote.**

No Public Comments

Minutes Approval

Motion: Jennifer made a motion to approve minutes from June 17th, 2025 Special Board Meeting and Dawna seconded. **Motion adopted on a 5-0 vote.**

Motion: Jennifer made a motion to approve minutes from June 26th, 2025 Board Meeting and Mike seconded. **Motion adopted on a 5-0 vote.**

Reports of Good News

4th of July Parade A good showing of employees walked in the 4th of July Parade

Sports Physicals 94 sports physicals were completed for mostly high school athletes in Granby. West Grand athletes from both middle school and high school numbered 109 participants. 28 students from Walden also will receive free sports physicals in the coming weeks, which is 100% participation. This offering supports our local schools' sports programs

Rodeo Support Middle Park Health sponsors our local rodeos. Leadership members were in attendance to hand out a saddle to the winner of the 15-18 year old boys. Surgery leadership

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helped with BBQ and then handed out the saddle.

Best of Grand Voting is now open for the Best of Grand. Board members and community are encouraged to vote as we have been nominated in the healthcare category as well as top employer.

Vaccine Awareness Month September is Vaccine Awareness Month, and MPH marketing emphasizes this as a reminder to get Well Child Exams taken care of. Provider Becky Jacobson runs the vaccine program for kids and is involved in Vaccine Awareness Month.

Dr. Coburn's Retirement A very successful party celebrating Dr. Coburn was held on the second floor of the new hospital recently. Dr. Coburn's last ED shift is August 7th and he is easing into retirement.

Trauma Letter of Support (Becky Manly, Laura Wooldridge, Dr. Lupica) Fraser Hospital is working toward Trauma Designation in the coming months. Becky Manly will be Trauma Coordinator for Fraser in addition to Fraser Nurse Manager. Team details steps to receive Trauma Designation for Fraser, which include receiving CDPHE licensing, submission of a letter of intent, and Trauma Review in January 2026. Part of the process is a Letter of Support from the board of directors. Fraser Hospital will also be a level 4 trauma center. Becky shares examples of various trauma levels. Jason shares that current letter had not been reviewed by MPH's legal team, but it was mirrored on previous board letters which had been reviewed. Board queries about compliance components required for the Trauma reviews, and some details of these requirements were provided. Trauma Survey window for Granby and Kremmling facilities opens in October. Board queries if there is a limit on the number of hospitals of the same level, generally not the case unless a hospital is level 2 and wants to move to level 1, which could spread resources too thinly. Letter was signed.

Laura shares information on the Copper Designation (Colorado Pediatric Preparedness for the Emergency Room) in Granby and Kremmling. It designates a high level of readiness to prepare for children. Pediatric patients were 17.3% of Granby's patients. Kremmling and Granby both scored 97/100. Board voices congratulations on this designation, which was labor intensive, and it also puts MPH ahead of the curve.

Fraser Hospital: (Chris Penney, Artaic Group) Chris shares that project is estimated to be \$1.75 million under budget at completion, pending final change orders, invoices, and reconciliation. Final completion punch list is targeted at the end of August. Chris and Dr. Coburn describe challenges with backup generator repairs, elevator repairs and mechanical commissioning, which have the potential to go beyond end of August. A temporary generator has been installed in the interim. Board discusses concerns about generator and concerns about repair of the new equipment, potential for replacement, warranty length, and potential of

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having received a "lemon". Generator is a regulatory requirement. Chris is planning to get additional information from Cummins on warranty period and generator quality. Frequent testing of generator is planned as well. Elevator repairs and full commissioning are slated for next week. Commissioning is a challenging and lengthy process where the building and all equipment is challenged and adjusted as necessary to have all components working as a whole with a clean bill of health. Logo on right hand side of building on the front will be dimmed due to receiving a citation from City of Fraser after a complaint about brightness. Dimmable controls were ordered to rectify the issue. Board also queries regarding the change orders which were required for the generator mechanical yard, which was to create a fully enclosed, roofed structure at the request of the HOA. The roofed structure created an issue with exhaust, so additional venting was also added at additional cost.

Potential Change Orders towards end of any project tend to trend high. Last month, \$250,000 of PCOs were discussed, including a requirement to reseed an area used by Layton during the construction project. Minimal vegetation was noted before the construction began, and Chris is working to minimize this impact. Board suggests potential to partner with Conservation District on the reseeding project. Chris and Board discuss other possible solutions. State permits for runoff could be an issue. Extended general conditions had not been added into to change-order log when unsuitable soils were encountered last year. This is the cost of the delay for Layton, such as staff. Chris explains some changes that brought increases to our contingencies. Chris breaks down the line items that bring the project under budget. Miscellaneous equipment savings may also be seen. Minimum balance to finish is \$4.55 million, with balance being paid in August and September. Board thanks Chris for his report.

Super Savers Program Award (Becca) Becca recaps the supersavers initiative that ran from March through end of May. Directors were challenged to find cost saving measures in their own departments and submit these to Becca in a fun competition, helping us focus on Financial Sustainability. Expenses where MPH has the most control were emphasized. Fun Moose trophy was shared with the board, and a pizza party was provided. Tracking was turned in during mid-June. Becca compiled the data and received a total of 42 submissions from 12 different leaders and departments. Total proposed savings were \$167,000. Categories of savings initiatives were staffing and open positions, contract negotiation and purchased services, supplies, downtime reductions, and travel. Departments were compared via savings as a percentage of budget or revenue. One capital delay was not included because initiative was for operating expense, but it was still appreciated. Nearly half of the suggestions came from Jessica Wilson, Director of Imaging; Jubil Young, Director of Rehab; and Kasi Ludwig, Pharmacy Manager. Submissions were evaluated by number and variety of ideas. Jessica Wilson was the Super Savers Winner and Kasi Ludwig was the runner up. Senior leadership will award Jessica Wilson with the trophy on Tuesday in leadership meeting. Changes were

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implemented, some are one time and some are rolling. Board discusses how results could be validated over time. MPH is planning on an annual Super Savers competition, likely in the shoulder season. Engagement from the team was excellent. Ray adds information about the Hawthorne principle- what is focused on is approved upon. Pruning is a good idea periodically as it provides that refocus.

May 2025 Financials (Becca) Increase in cash from May to June was noted on the balance sheet due to receiving reimbursement from DOLA on the wellness center project and drew out the last of the CIP funds which were subsequently paid out in July. Gross revenue missed budget by \$1.8 million, and as such the contractals came in better than budget. Net revenue came in 13% behind budget. Fraser opening timeline was later in the month than anticipated; this was a driver of the revenue miss. Salaries, Wages and Benefits were ahead of budget and contract behavior was a bit behind budget, but total compensation spend are slightly favorable to budget. Supplies were a little over budget, but a pickup in July is expected. Depreciation was favorable due to Fraser opening later than expected. Total operating expenses were 7% favorable for the month and our net operating loss was \$246,374. Net income was -9% to target for the month and year to date.

Inpatient stats remain slower and swing bed utilization was down, with shorter stays this month. June was a slower month in surgery and ER as well, again mostly due to the opening date for Fraser. Overall, clinic volumes were ahead of budget and prior year for the month. Imaging and Lab were ahead of budget but behind prior year for the month, while Rehab was slightly behind budget and prior year. Sleep studies and infusions were ahead both of budget and prior year. AR summary shows that cash collections were up \$484,000 year over year. Commercial insurance has been down slightly for the month, but year to date is still favorable. Insurance percentage is 11% Medicaid but that is very low compared to many other rural hospitals. Days cash on hand is at 148. Average daily expense is at \$157,000 per day, and over the next year, Fraser costs will cause this value to increase due to new facility expense. Ray indicated that Fraser Hospital is forecasted to net \$4,400 per day. Becca calls out how significant the injection of cash from the foundation has been. Since the Fraser build is expected to come in under budget, this will be less cash flowing out the door. Jason discusses days cash on hand, and reminds team that comfortable spot is around 84-85 days. MPH has had high days cash on hand, up to 169. Strategic plan for keeping above 100 days was discussed with Fraser coming online. Potential dipping down to 120 is anticipated with final payoffs for Fraser build, well above threshold. Budget process will also aim to anticipate some of the impacts that may be seen industry wide. Dr. Coburn shares that tourism projections for July and August show visits have normalized.

Motion: A motion was made by Dawna and seconded by Mike to approve June 2025 financials with adjusted column on stats sheet **Motion adopted on a 5-0 vote.**

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Resolution 2025-07-01 BMO Signing Documents Resolution was proposed to add J. Ray Moss as a signer for the BMO accounts. Board notes that some changes of board members who are check signers are likely needed due to changes in board positions. This will be evaluated in the future as bank accounts may be changing.

Motion: A motion was made by Kim and seconded by Mike to approve Resolution 2025-07-01. **Motion adopted on a 5-0 vote.**

Capital Request: Middle Park Granby Compressor Board approved a capital purchase last summer for a compressor to stock in Granby because the one in use showed signs of age. That older compressor went out on a recent Friday, and the one on the shelf was installed and up and running by Monday morning, and no cases needed to be canceled. MPH maintenance team is planning to purchase one more to hold in case of future breakages and its cost is \$6903. If it is not onsite and breaks, it is estimated that it could take up to 3 or 4 weeks to ship out. The OR is particularly dependent on it.

Motion: A motion was made by Kim and seconded by Mike to approve capital request for Granby Compressor not to exceed \$7,000 **Motion adopted on a 5-0 vote.**

Consent Agenda

- a. Several changes to the credentials committee were called out. Added physicians were bolded and removed physicians were crossed out.
- b. CREDENTIALS COMMITTEE- July 23, 2025

PURPOSE: To ensure quality patient care by providing a quality system of credentialing and privileging for physicians interested in providing services at Middle Park Health.

1. Review/discussion of approval of privileges for:
 - Natalie Ayres, MD, Full Active Privileges in Emergency Medicine
 - Erik Allison, MD – Full Active Privileges in Emergency Medicine
 - Jennifer Tennant, CRNA - Full Active Privileges as Certified Registered Nurse Anesthetist
 - Matthew Fabian, DO – Full Active Privileges in General Surgery
 - ~~Christina Dorow, MD – Full Active Privileges in Emergency Medicine~~
 - Lexa Johnson, APN, Full Active Privileges as a Nurse Practitioner
 - **Kelsey Constantine**
 - **Rohit Sukumar**

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The Following Physicians: Full Active Privileges in Diagnostic Radiology

- Faisal M Al Bahrani, MD
- Clinton Anderson, MD
- Benjamin Aronovitz, MD
- Joshua Bryant, MD
- Matthew Cushing, MD
- Kurt Husum, MD
- Gen Maruyama, MD
- Michael O'Brien, MD
- Steven Ross, MD
- Alexander Skopec, MD
- Craig Stewart, MD
- Matthew Taussig, MD
- Joseph Tesoriero, MD
- Kevin Woolley, MD

The Following Physicians: Full Active Privileges in Cardiovascular Diseases

- John Altman, MD
- Takeshi Kataoka, MD
- Lawrence Lazar, MD
- ~~Kristin Thanavaro, MD~~
- Ganesh Venkataraman, MD
- ~~Alex Cubberley, MD~~
- Anupama B K, MD

Next Meeting: August 21, 2025

With the consideration and approval by the Credentialing Committee, we recommend that the Board of Directors approve the above named physicians for privileges at Middle Park Health.

c. SDA Compliance Calendar

- i. County Assessor certifies district's valuation for assessment (preliminary). Section 39-5-128(1), C.R.S.

Motion: A motion was made by Dawna and seconded by Jennifer to approve consent agenda with items removed or changed as noted above. **Motion adopted on a 5-0 vote.**

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Communication Report

Foundation Update (Andy Radzavich, Jamie Jensen) Fraser Hospital fundraising is at \$2.1 million, with a recent donation of \$10,000. BLAST event will be a golfing fundraiser on August 26th. Cocktails and community events are being planned at community members' homes. It is an opportunity to discuss potential negatives that could be seen by healthcare industry that could be offset by fundraising. Country BASH will be held on October 4th. Jamie mentions that some of the donations are multiyear pledges so will come in over the next few years.

BLAST is nearly full, so attendees are encouraged to register now. Country BASH committee is underway, and hanger location has been approved. It will be a fundraiser for scholarships and employee assistance. Board budgeted last year to allow MPH to purchase a steer at the livestock auction, which shows community support. Ray Moss and several board members will plan on attending the junior livestock sale.

Kremmling Gym updates are going out on social media and Confluence Connections newsletter. Locker room floors are torn out and underlying plumbing is being worked on. Employee dig party is planned to help haul out the dirt. A new boiler and plumbing will then be placed for the locker rooms. Windows are in production and basketball hoops are in engineering. Solar will be completed by the end of next month. Spring 2026 is tentative Grand Opening. Board suggested that an article giving updates on the Wellness Center progress could be placed in Sky Hi News and at the front desk for members. Potential for an "opening soon- Spring 2026" banner to be added outside was discussed.

Board Chair Report (Chris Murphy). Board Bylaws have not been updated recently. Upcoming Board training will be an opportunity to review and update those bylaws. Finance Committee meeting will not be posted as it is not an open meeting. Chris stresses that regular attendance is the key to fostering deeper understanding and discussion.

SDA conference in Keystone is available to board members September 16-18. Virtual attendance is an option but doesn't provide the same opportunities to network with other special districts. Please contact Rosalie if you are interested in going.

CFO Report (Ray Moss) Ray shares data about what the contribution of Fraser is forecasted to be on a conservative basis. Over the next 4 years, it is forecasted to contribute \$6.2 million of cash into the organization net of expenses. This would amount to an average of 9 visits a day. Ray additionally reiterates the importance of employment for the community and stabilization for the Fraser patients. Providing this benchmark can help the board see if Fraser is being successful. Ray discussed some estimates of financial impact into the community.

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Board queries if some of the Fraser Hospital's patients are coming from Granby, and it is estimated that a dip of 15-20% of these patients was anticipated.

Consolidated reporting for stats was proposed for board meeting financials. Different service mix is found in each hospital. If specific concerns come up in finance committee, more detail will be provided via spreadsheet.

Functional expenses will be reported in the summarized income statement. This will allow less noise and volatility. This helps us track our net cash flow. One effect of the new streamlined report is that board finances will be less time consuming. It will also help us focus on a higher level picture. Payer mix, AR, cash and days cash on hand reporting will remain same at present. Upon discussion, board and CFO decide that the presentation financials for stats and financials will take the new format for the board meeting. Board will still have detailed data in the board packet.

Board discussed with CFO about consolidating bank accounts. Ray is waiting until treasurer report has been completed before determining if any changes are warranted. Banks will be evaluated for investment opportunities to determine what rates are possible. Ray will be meeting with audit team member that was on sabbatical about the potential of recapturing the funds previously discussed.

CNO Report (Amy Binkley) Infection rates have been excellent, with a 0.67% rate for the year. Amy thanks the board for approving the new Mammography machine, which is being installed today. A board member volunteers to be the first patient. New mammo tech has been hired into a full time position, which will allow MPH to offer mammography on more days.

New case manager, Bethanie Reynolds, will be working on our case management program as well as swing bed utilization. Granby has the potential to add swing bed patients once some licensing components are completed. Amy details some of the gains made with traveling staff conversions and new full time staff, especially in the imaging department. Walden Physical Therapy will reopen with the addition of Brad Ferguson's company, which will help support that community. Dr. Telck has expressed excitement for this addition.

MPH team is working on the MRI project, which is in the architect phase. Due to the change in the floorplan, there will be capacity for CT and MRI techs to support one another. Our skills fair will be at the end of October and it will coincide with the flu shot clinics. Leadership training is being planned for October. A SHIP grant is providing the team with this training, which will strengthen the team's leadership skills. MPH board members are more than welcome to join this training, which will be held locally.

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Initially, issues with CT scanner in the Fraser Hospital were a challenge when the doors first opened, but they were quickly resolved. Fraser's imaging techs are being trained to help with laboratory. A point of care machine is planned for more laboratory needs as well.

Congratulations were given to Dr. Stuerman and the Fraser team for getting a stroke patient from door to helicopter in 45 minutes.

CMO Report (Dr. Stuerman and Dr. Coburn) Dr. Stuerman expresses appreciation for being able to fill the new position. New ED physicians were reviewed. Early yesterday morning, a patient delivered a 28 year old baby at MPH during a precipitous labor. Dr. Dill was able to assist Dr. Grossman, as she has OB experience. NICU flew in from Presbyterian Saint Luke's hospital to help care for the infant and bring it to the NICU.

EMS has brought 26 patients to Fraser Campus within the first month, saving EMS a lot of transport time. 6 inpatients were admitted at Fraser Campus, for between one and five days. Fraser Hospital is a real safety net for Fraser and Winter Park to have a 24 hour facility with a CT scanner available. Within the last week, Fraser has already met the 9.5 patient per day target. Dr. Stuerman discusses further lab optimizations that a new point of care machine will allow.

Dr. Stuerman salutes Dr. Coburn's years of dedication to Middle Park Health. He has poured his heart and soul into this facility.

Dr. Coburn outlines highlights of his career at Middle Park Health. Dr. Coburn describes coming to the hospital full time in 2015, and financial issues were so bad that payroll was affected, and supplies were cash on delivery. In 2012-2013, hospital budget was \$19 Million in total; and now it is \$119 Million. MPH is now one of the most stable Critical Access Hospitals in the state. Dr. Coburn expresses confidence in leaving because of the great management team currently in place. With financial success, there could be upcoming issues related to national healthcare outlook.

Dr. Coburn revisits former discussions with the board about district expansion. He explains that if MPH's financial position changes and debt covenants were not met, outside management would be brought in to make financial decisions which would not be favorable to our community. District expansion would increase tax revenue, serving as an improved safety net. He asks, "Is it better to work with our neighbors on the other side of the county who we know", or an outside entity? He also expresses his appreciation for being able to work with this team for a long career. He also shares that his grandson was born last night.

CEO Report (Jason Cleckler) Jason recaps the Town Halls held in Granby and Kremmling, in person and via Teams with 80-100 staff in attendance. Town Halls are recorded and so can be viewed later if staff are absent or busy at the time.

Metro State University sent a team up to visit MPH and discuss the connection between MPH

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and MSU Health Sciences and Nursing Programs. MPH has signed an agreement to be a clinical rotation site. Our staff can also utilize MSU SIM lab.

Senator Hickenlooper's aide came up to tour Fraser facility since she was at the ribbon cutting. We spent quite a bit of time with her and discussed the challenges of rural healthcare and access to mental health. Speaker of the House, Julie McClusky, also sent MPH a letter congratulating us on the Fraser opening. Senator Robers and Representative Neguse's aide were also able to join us for the ribbon cutting.

Jason detailed leadership's recent involvement in the annual Revenue Cycle boot camp. The majority of the team works off-site, so they gather once a year for discussions, presentations, and team bonding. The CFO from CHA gave a presentation on legislation aimed at diminishing or eliminating the provider fee. The scavenger hunt was a fun team building event.

Colorado Attorney General, Phil Weiser, recently met with Jason. He is on the campaign trail to become the next state senator. They engaged in a discussion of HCPF, Healthcare Policy and Finance. He has been invited to the Rural Futures group. Jason also met with Nick Kutumbos to tour the Fraser Facility as well as strategize. Nick brought up the importance of the Fraser facility again at a HOPE fund meeting, which was indicative of his engagement.

Jason details the current happenings in the Rural Futures group, a group of frontier and rural hospital CEOs who work to develop a comprehensive policy road map. Rural Futures partners with the Farley Center at the Anschutz campus. One of their recent aims was to do an environmental and legislative scan, which has been completed. They also completed a quantitative analysis and CEO survey. Key informant interviews were also conducted and are in the process of being reviewed and compiled. Access to capital is a large concern mentioned amongst respondents. They estimate that rural hospitals in Colorado need about \$500 million in capital improvements. They introduced House Bill 25-1223 to create a study task force to look into the need for capital and how to meet the need. Viability of rural and frontier hospitals remains a top concern for the group, and uncompensated care directly impacts this viability. Poor reimbursement from public payors is another factor that plays into viability, as well as the variability of reimbursement rates across the healthcare system. CEO turnover is at 35%, and every year over a third of CEOs are leaving, which is hard on the community and the hospital. Going forward, meetings are being planned with the major stakeholders to keep them informed. Jason emphasized that every hospital in the state donated to Rural Futures, even ones at the risk of eminent closure. Our impact and call to action with the group will involve marketing for awareness but also implementation of legislation. Jason discusses an opportunity to start addressing the challenges brought to the hospitals by the Medicare Advantage plans. How will the state continue to help protect vulnerable populations, especially if large numbers lose Medicaid coverage. Jason demonstrates that the Rural Transformation Fund provision in the new legislation is not large enough to be impactful, and may go to state entities like HCPF. Aspen Health strategic group is another influential group they have been working with. Commonwealth Fund is another involved group that looks at health equity. Finally, Western Governor's Association has also been involved in the discussion. The

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average tenure of a CEO at any hospital is just a little over 2 years, and that does have a large impact on the hospital. Board discusses denials from insurance companies and the challenges presented by AI programs within insurance companies.

New Business Board reschedules the Finance Committee Meeting to Wednesday, August 27th as the BLAST golf tournament is at its normal time.

Board Discussion

Board discusses sports physicals vs. wellness checks. It was explained that sports physicals are a means to support the sports programs in the communities, and volumes of sports physicals are very high as well as this helps uninsured or underinsured. Sports physicals are not intended to replace wellness exams.

Board discusses Walden community and the potential of including it in a district expansion due to the similarities between the communities.

Community Comments

Board provides excellent feedback to Dr. Coburn from a community member

Board Corner Items

Executive Session: Personnel Matters: CEO at-risk review. §24-6-402(4)(f), C.R.S.

Motion: A motion was made by Jen and seconded by Kim to enter the executive session at 9:50 pm. **Motion adopted on a 5-0 vote.**

Board Members Present: Chris Murphy, President; Dawna Heller, Vice President; Kim Cameron, Secretary/Treasurer; Jennifer Harvey, Board Member; Michael Ritschard, Board Member.

Non-Board Members Present: Josh Neff

Motion: A motion was made by Dawna and seconded by Kim to adjourn the executive session at 10:25 pm **Motion adopted on a 5-0 vote.**

Normal Session Resumes

Discussion of at risk compensation as presented by Josh Neff ensued.

Motion: A motion was made by Dawna and seconded by Kim to approve at-risk compensation as presented **Motion adopted on a 5-0 vote**

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Executive Session: Negotiations. Service Line Contract. §24-6-402(4)(e), C.R.S.

Motion: A motion was made by Jen and seconded by Mike to enter the executive session at 10:30 pm. **Motion adopted on a 5-0 vote**

Board Members Present: Chris Murphy, President; Dawna Heller, Vice President; Kim Cameron, Secretary/Treasurer; Jennifer Harvey, Board Member; Michael Ritschard, Board Member.

Non-Board Members Present: Dr. Thomas Coburn, Dr. Jason Stuerman, Amy Binkley, Jason Cleckler, Ray Moss

Motion: A motion was made by Dawna and seconded by Kim to adjourn the executive session at 11:00 pm **Motion adopted on a 5-0 vote.**

Informational, no motion or vote needed.

Adjournment of meeting

Motion: A motion was made by Kim and seconded by Jen to adjourn the meeting at 11:10 pm. **Motion adopted on a 5-0 vote.**


Chris Murphy, President


Kim Cameron, Secretary/Treasurer

Approval Date: 8/28/25

Minutes taken by: Rosalie Rust